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11 JAN 1968

**MEMORANDUM FOR: Deputy Director for Support**

**SUBJECT : Response to Inspector General's Survey of the  
Office of Training**

1. We feel that the survey is a well-done study with many pertinent and useful recommendations. The recommendations have been carefully reviewed and each school and staff affected has had the opportunity to comment. Of the 36 recommendations, we concur with 28, partly concur with 2, and disagree with 6.

2. We concur with the following recommendations:

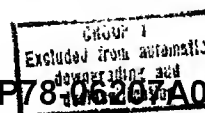
1, 3, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 19, 20,  
21, 23, 24, 25, 26, 27, 29, 30, 31, 33, 35, and 36.

Recommendation #1 - We should comment that the DD/P has already done a great deal to ensure that operations officers in the CS are made aware of the advantages of a tour of duty in OTR. He has been very cooperative in supplying a number of excellent instructors during recent months and we wish to express our appreciation for his efforts.

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Recommendation #19 - We believe that there is likely to be a problem of "status" in most working situations which bring the wives of staff personnel into juxtaposition with other contract personnel. While we are reluctant to believe that the majority of contract wives deliberately "use" the staff status of their husbands for self-aggrandizement, the mere fact that the husband's status is known to other contract personnel who have no other Agency ties,

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tends to create a social barrier. While we are not entirely convinced that a careful briefing of contract wives in the Language School - as suggested by the Inspector General - will be a complete cure for what is probably a deep-seated problem, we will conduct the briefings.

**Recommendation #20 - Concur.** The Language School is already taking steps to implement an in-house training program for contract and staff instructors.

**Recommendation #21 - We concur** that it would be desirable to have the same language proficiency rating system for the Agency and the Department of State. A study as to the comparability of the two rating systems is now under way and we hope that an equitable method of converting our adjectival ratings to the numerical ratings used by State will be forthcoming.

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**Recommendation #27 - We agree** that a promotion panel be established at the [REDACTED] to consider promotion recommendations on a periodic basis for all instructors with the "D" career designation or any other instructors on rotation. Once the new panel is set up, its purpose and operating procedures will be made known to all who will be affected by the panel's actions. Even though there has been no dearth of promotion recommendations originating at the Station and sent on to the CS promotion panels, we agree with the IG that a panel at the local level should have a favorable psychological impact.

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**Recommendation #35 - Regardless** of whether the [REDACTED] is transferred to the control of the DD/P or remains under DD/S control, we believe it appropriate to undertake a detailed examination of the staffing requirements which are needed to operate the [REDACTED] efficiently.

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3. We concur in part with recommendations #2 and #18.

**Recommendation #2 - Although** we concur in principle that OTR should maintain a cadre of experienced training officers who are OTR careerists, we believe that this applies mainly to the Language School and the School of International Communism. We are convinced that CS training in particular should be done for the most part by officers who rotate from the CS. We also favor the idea of rotational assignments - to a somewhat lesser degree - in the

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Intelligence School and the Support School. While we do not feel that any precise ratio of OTR careerist positions versus assignments filled by rotation from outside OTR should be developed, we will maintain appropriate cadres.

**Recommendation #18 -**

a. The Registrar Staff is already assuming those reporting and administrative functions for the Language School which the survey recommended it perform.

b. We concur with the need for additional staff linguists and clerical support personnel but at this time we do not have the positions available. In conjunction with other administrative recommendations for the Language School, we will review the problem of additional personnel.

c. Concur.

d. Rather than appoint a Chief of Language Faculty, we favor the selection of a senior person to act as the Executive Officer of the Language School. Except for language instruction, it is contemplated that such an officer would have major responsibility for the administration of the Language School and would conduct selected liaison and coordination activities. The present Chief of the Language School is first of all a trained teacher and linguist and we believe the remedy here is to allow him time to concentrate in the area of his best talents. Thus, he would assume the role of Chief of Language Faculty in addition to his role as Chief of the Language School.

4. We do not concur with the following recommendations:

4, 5, 22, 28, 32, and 34.

**Recommendation #4 -** This recommendation requests us to consider the appointment of an instructional coordinator in OTR. His suggested areas of concern would include: academic staff meetings, duplication in training programs, communication between the schools on substance teaching and techniques, scheduling of courses, and the quality of instruction. His other suggested area of responsibility would be that of the main focal point of coordination between OTR and its customers.

We feel that the establishment of this position would be counterproductive and that the rationale for its existence is of questionable validity.

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the past year been increasing in frequency and variety with the result that many training problems have already been resolved. New initiatives have been taken to ensure timely and effective collaboration on such matters as classroom scheduling, duplication of course content, training objectives, programmed instruction developments, the use of senior guest lecturers, etc. Much of this business is conducted at our weekly staff meetings. For example, recent staff meetings have featured a series of presentations by the individual school and staff chiefs listing their near and long term objectives with plans and procedures to accomplish them.

Relative to coordination with customers we have been particularly sensitive to their needs and responsive in accommodating them. Close, effective, and continuing liaison is held between school representatives and the appropriate directorate customers. We feel that this extra CTR coordination is good and getting better. This is being done without a "Training Coordinator" or "Academic Dean." Even if a position were available and an officer with an appropriate mix of unusual qualifications identified, the position would create an unnecessary echelon between the Office of the Director of Training and the school chiefs and this echelon would impair rather than strengthen pedagogical and coordination matters.

Recommendation #5 - This recommendation proposes the redesignation of the Training Selection Board as the Agency Training Committee with broadened responsibilities. The rationale for this recommendation is heavily influenced by the alleged problem of training objectives. We believe that this problem has been exaggerated in this and other recent reports. We feel that major training objectives are in fact well known and understood within the individual schools and by appropriate personnel in the customer offices. This understanding is a result of continuous and effective liaison at the working level, Senior Training Officer level, and executive officer levels. An Agency training committee composed of a membership as senior as that recommended would not be an effective working body for resolving problems which it was created to solve, namely, the day-to-day liaison which results in established training requirements, continually refined training objectives, and course modifications. The committee would also impose an unnecessary bureaucratic layer which would hamper rather than facilitate this liaison.

Recommendation #12 - This recommendation requests the Director of Central Reference to resume operation of the Language School library and proposes that the Office of Training transfer one

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ceiling position to CRS for this purpose. We agree that the library is in need of attention and would be pleased to receive the nomination of a qualified librarian from CRS. This nomination would be appropriately made approximately one year hence upon the projected retirement of the incumbent. We do not feel, however, that it is necessary for the Office of Training to transfer a ceiling position to accomplish the assignment of a new librarian. This OTR position is now being used for the present librarian and we can accept the librarian nominated by CRS on a rotational assignment without the technical requirement of actually transferring the ceiling position.

25X1A Recommendation #28 - This recommendation would establish a policy requiring that one of the three senior supervisory positions on the Operations Training Staff (Phase I) at the [REDACTED] 25X1A [REDACTED] always be occupied by an experienced OTR careerist. Experience has shown that effective training continuity can be maintained in these important positions through the careful programming of personnel rotations and through the wealth of pedagogical expertise and guidance on hand at the [REDACTED]. 25X1A In the period, 1964-1965, two of these positions were staffed by OTR careerists who met the qualifications for the jobs and who were replaced by Clandestine Services officers. We should not give a guarantee that these senior supervisory positions will be filled by OTR careerists since such officers may not be available at the time the positions become vacant. These positions should be occupied by personnel who are qualified by rank, experience, and competence without reference to career service designation.

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/s/  
John Richardson  
John Richardson  
Director of Training

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